



# Fosse Green Energy

EN010154

## 7.16 Framework Employment, Skills, and Supply Chain Plan

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**VOLUME**

**7**

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Planning Act 2008 (as amended)

Regulation 5(2)(q)

Infrastructure Planning (Applications: Prescribed Forms and Procedure) Regulations 2009 (as amended)

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18 July 2025

## Planning Act 2008

### The Infrastructure Planning (Applications: Prescribed Forms and Procedure) Regulation 2009 (as amended)

Fosse Green Energy

Development Consent Order 202[ ]

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## 7.16 Framework Employment, Skills, and Supply Chain Plan

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# 1. Introduction

## 1.1 Purpose of this Report

- 1.1.1 The Applicant wishes to make provision for Fosse Green Energy (the Proposed Development) to:
  - a. create opportunities for the improvement and employment of local skills; and
  - b. engage in the ethical procurement of the supply chain.
- 1.1.2 This Framework Employment, Skills, and Supply Chain Plan (FESSCP) proposes how the Applicant will work with local stakeholders to achieve this. This includes focusing on:
  - a. the opportunities for the involvement of local companies in the construction and operation supply chain;
  - b. the ability of local residents and businesses to access employment and apprenticeship opportunities associated with the construction and operation of the Proposed Development; and
  - c. the ability of research organisations to use the DCO Site to enable research and innovation in the renewable energy sector.
- 1.1.3 This document is a framework plan that will develop into a more detailed ESSC plan, as secured through Requirement 19 at Schedule 2 to the **Draft Development Consent Order [EN010154/APP/3.1]** (DCO) for the Proposed Development. The ESSC plan will be subject to approval by North Kesteven District Council and Lincolnshire County Council when discharging this Requirement.
- 1.1.4 **Chapter 12: Socio-Economics and Land Use** of the ES **[EN010154/APP/6.1]** identifies no significant adverse effects as a result of the Proposed Development which are relevant to socio-economics or land use. Therefore, this FESSCP does not represent mitigation of any such effects, but rather a plan to help maximise the positive gain for the local community.

## 1.2 The Proposed Development

- 1.2.1 The Proposed Development will comprise the installation of solar photovoltaic (PV) panels, an onsite Battery Energy Storage System (BESS), an Onsite Substation, and other associated infrastructure including but not limited to access provision, underground cabling between different areas of solar PV arrays, and landscaping and biodiversity enhancement measures. The Proposed Development will export and import electricity via the national electricity transmission network via a buried 400 kilovolt (kV) import and export cable circuit of approximately 10 km in length, connecting to the national electricity transmission network at the proposed National Grid substation near Navenby.

1.2.2 The Proposed Development comprises two distinct parcels of land, collectively defined as the 'DCO Site', which are:

- the 'Principal Site', covered by the ground-mounted solar PV panels, Solar Stations, BESS, Onsite Substation, planting and mitigation areas, an Interconnecting Cable Corridor (comprising interconnecting cables between solar PV areas), and associated infrastructure, comprising approximately 1,070 hectares (ha) of land; and
- the 'Cable Corridor', in which the 400 kV and associated cables (the Grid Connection Cables) will be installed between the Onsite Substation and the proposed National Grid substation near Navenby. The proposed National Grid substation near Navenby is subject to a separate application and does not form part of the Proposed Development. The Cable Corridor is approximately 10 km in length and partially overlaps the Principal Site and is approximately 351 ha.

1.2.3 A more detailed description of the Proposed Development is included in **Chapter 3: The Proposed Development** of the ES [EN010154/APP/6.1]. An overview of the Proposed Development and its environmental impacts is provided in the **Environmental Statement Non-Technical Summary [EN010154/APP/6.4]**.

1.2.4 The Applicant for the Proposed Development is a partnership between Windel Energy Limited and Recurrent Energy (a subsidiary of Canadian Solar)

1.2.5 Subject to obtaining the necessary consents, construction of the Proposed Development is anticipated to commence in 2031 and would be completed for operation in 2033. The Proposed Development will have a 60-year lifetime, with decommissioning therefore expected around 2093 (based on a 2033 commissioning).

1.2.6 The Proposed Development is located within the administrative area of: North Kesteven District Council and Lincolnshire County Council.

## 1.3 Structure of this Document

1.3.1 The remainder of this document is structured as follows:

- **Section 2** summarises the jobs, skills, and equipment required for the construction of the Proposed Development.
- **Section 3** presents the potential opportunities for the Proposed Development relating to ESSC, categorised into three main themes.
- **Section 4** proposes an approach to developing and delivering this FESSCP post-consent. An indicative timeline for the ESSC plan's development and implementation is also set out; and
- **Section 4.3.2** describes elements of a potential monitoring framework.

## 2. Socio-Economic Policy Context and Labour and Equipment Needs

### 2.1 Introduction

2.1.1 This section provides a summary of the workforce and equipment requirements for the delivery of the Proposed Development to provide context for the potential opportunities to deliver local skills, supply chain and employment benefits from construction activities.

2.1.2 This section should be read in conjunction with **Chapter 12: Socio-Economics and Land Use** of the ES [EN010154/APP/6.1] where baseline conditions and relevant policy and guidance relevant to skills and employment, and employment generation are set out in full detail.

### 2.2 Construction Workforce Employment Requirements, and Equipment

2.2.1 The total number of construction staff required has not yet been precisely defined. However, the Applicant estimates that the Proposed Development will require an average of 350 gross Full-Time Equivalent (FTE) construction jobs onsite during the construction period. The peak number of staff required across the Proposed Development is estimated at 600 FTE jobs.

2.2.2 The employment supported would be in a range of different positions and skillsets across civil construction sectors, electrical and mechanical skills. The Applicant has identified the potential types of jobs and skills likely to be required during the construction and operational phases of the Proposed Development. This information is summarised in **Table 1** below. Employment would also be in a range of tenures depending on the work package/contract and contractor appointed at each phase of construction.

**Table 1 Potential jobs and skills to be required during construction of the Proposed Development**

Job Name	Job Description	Skills
Civil Workers	<p>Preparation of the DCO Sites. Work includes:</p> <ul style="list-style-type: none"><li>• The removal and storage of topsoil;</li><li>• Preparation and build of any access roads internal to the DCO Site and for access onto and away from the DCO Site;</li><li>• The digging of trenches for cabling; and</li><li>• Preparation for and laying foundations for the solar stations, Onsite Substations and BESS.</li></ul>	Use of machinery, such as dump trucks, diggers and compactors.

Job Name	Job Description	Skills
Labourers	Labour to place cabling and ducting in the trenches and to transport materials as required around the DCO Site.	No specific qualifications required.
Building Construction	Labour to build the storage sheds.	Relevant construction qualifications required.
Racking Structure Assembler	Manage a ramming machine to create the solar structure and assemble the associated structures.	Skilled workers required to control the ramming machines. Less skilled workers required to assemble other components of the structures.
Panel Assembler	Individuals to undertake the process of mounting the solar panels onto the structures.	Knowledge of electromechanics tools required
Low Voltage (LV) Electrical Engineers	Connecting the panels with inverters and solar stations.	Skills for LV cabling and installation of equipment required.
Medium Voltage (MV) Electrical Engineers	Connecting the solar stations with Onsite Substations.	Skills for MV cabling and installation of equipment required.
High Voltage (HV) Electrical Engineers	Connecting the Onsite Substations and transformers with the transmission network.	Skills for HV cabling and installation of equipment required.
Security Guards	Protecting the DCO Site during the construction process.	General experience in security protocol
CCTV Workers	Setting up the security system.	Installation of CCTV system and equipment experience.
Fencing Installation Workers	Installation of the perimeter fencing including any gates for access.	Fencing / general building skills.
Landscape Installation Workers	Landscape planting.	Landscaping experience and general labour.
Electrical Engineers	To monitor and trouble-shoot any problems.	LV, MV, and HV electrical specialists required.

2.2.3 The Applicant has also identified the likely equipment and materials to be required for delivery of the Proposed Development. This information is summarised in **Table 2**.

**Table 2 Summary of Equipment and Material Requirements**

PV Array/Cable route	BESS	Substations
Transformer	Transformer	Transformer

PV Array/Cable route	BESS	Substations
Switchgear (cells)	Switchgear (cells)	Switchgear (cells)
HV Cable	HV Cable	HV Cable
LV Cable	LV Cable	LV Cable
Earthing	Earthing	Earthing
Civil Materials (e.g. gravel)	Civil Materials (e.g. gravel)	Civil Materials (e.g. gravel)
Fence	Fence	Fence
CCTV	CCTV	CCTV
Inverter	Inverter	Circuit Breakers
Solar PV Module	BESS	-
Racks/Structure	-	-

## 3. Proposed Activities

### 3.1 Introduction

3.1.1 This section sets out potential activities which the Applicant could pursue as part of the programme of work relating to ESSC. Potential opportunities identified are categorised by three main themes:

- Theme 1 – Development of Skills
- Theme 2 – Access to Employment
- Theme 3 – Supporting the Supply Chain

3.1.2 The opportunities described within these themes reflect the likely impacts of the Proposed Development and respond to the local context. They are illustrative and will be modified, refined and agreed through development of the ESSC plan, which is secured through Requirement 19 at Schedule 2 to the **Draft Development Consent Order [EN010154/APP/3.1]**.

### 3.2 Theme 1 – Development of Skills

3.2.1 This section discusses potential opportunities for young people and adults to develop skills relevant to the Proposed Development through interventions such as apprenticeships, vocational qualifications, and early careers support which could be pursued by the Applicant.

3.2.2 As set out in **Table 1**, a variety of skills and disciplines are required for the successful delivery of the Proposed Development. Interventions relating to relevant skills training and education could benefit local people while also

promoting the supply of an appropriately skilled workforce to deliver the Proposed Development.

3.2.3 The Applicant has identified a number of potential stakeholders for potential skills and educational collaboration. A programme of engagement would be developed post DCO consent in order for the Applicant to identify priority interventions relating to skills and training for inclusion in the ESSC Plan. A list of potential stakeholders is presented in **Table 3** below.

**Table 3 Potential Stakeholders for Skills Collaborations**

Stakeholder	Stakeholder Type
Grantham College & University Centre	Training Institution
Greater Lincolnshire LEP	Facilitator
Lincoln College	Training Institution
Lincolnshire County Council	Facilitator
Lincoln University Technical College	Training Institution
Local Primary Schools	Primary Schools
Local Secondary Schools	Secondary Schools
Local Colleges	Colleges
North Kesteven District Council	Facilitator
Ridgeway College	Training Institution
Riseholme College	Training Institution
University of Lincoln	Training Institution

*Source: AECOM Research 2025*

## Apprenticeships

3.2.4 Apprenticeships can help fulfil labour and skills requirements for employers in a cost-effective way, while also providing paid employment, training, and potential pathways into employment for apprentices.

3.2.5 Apprenticeship providers in the area include:

- Grantham College & University Centre;
- Lincoln College;
- Lincoln University Technical College;
- Ridgeway College;
- Riseholme College; and
- University of Lincoln.

- 3.2.6 In developing the full ESSC plan, the Applicant will consider a programme to promote apprenticeships during the construction phase of the Proposed Development.
- 3.2.7 The Applicant will also consider other interventions to support the training of employees and workers on the Proposed Development.

### **3.3 Theme 2 – Access to Employment**

- 3.3.1 This section discusses opportunities to realise employment benefits for local people and disadvantaged groups.

#### **Local Recruitment**

- 3.3.2 The Applicant will promote the take up of jobs generated by the Proposed Development by local people. The starting point will be engagement with Local Authorities and Job Centre Plus, in order to tap into existing local employment support networks. The local Job Centre Plus Offices are identified in **Table 4** below:
- 3.3.3 There may be community and voluntary sector groups which specialise in local recruitment, and placing job adverts with local private sector recruitment companies will also support this initiative.

**Table 4 Details of Local Job Brokerage Agencies**

<b>Organisation</b>	<b>Address</b>	<b>Contact Details</b>
Lincoln Jobcentre	City Hall, Orchard Street, Lincoln, Lincolnshire, United Kingdom, LN1 1YZ	Telephone: 0800 169 0190 <sup>1</sup>
Newark Jobcentre Plus	Castle House, Great North Road, Newark, Notts, United Kingdom, NG24 1BY	
Retford Jobcentre	23a Grove St, Retford, Notts, United Kingdom, DN22 6JR	
Gainsborough Jobcentre	West Lindsey District Council, Guildhall, Marshall's Yard, Gainsborough, United Kingdom, DN21 2NA	
Jobs in Lincolnshire	Room 5, City Hall, Orchard Street, Lincoln, LN1 1XX	Telephone: 01522 552868

*Source: AECOM Research 2025*

3.3.4 Given the technical complexity of some elements of the Proposed Development, local employment is not always possible. However, the Applicant will continue to work with contractors who have policies in place to encourage local employment where suitable.

### Maximising Diversity of the Workforce

3.3.5 All contractors are required to comply with standards which include diversity and inclusion. Metrics on workforce diversity, gender split of workforce, skill level of workforce (skilled/unskilled) are required by the Applicant for all contractors.

3.3.6 Any measures adopted will comply with employment law.

## 3.4 Theme 3 – Supporting Supply Chain

3.4.1 Projects involving the installation of solar photovoltaic infrastructure require a high level of specialism in terms of expertise and equipment across the supply chain. However, the wide range of materials and services required across the construction programme as a whole also create opportunities for general suppliers.

### Business Networking and Support

3.4.2 Supply chain needs across the different work phases would be defined on appointment by the contractor. Together with the Applicant, engagement with business representative agencies would be undertaken to share insights into the requirements of suppliers.

3.4.3 The Applicant and the main contractors would participate in awareness raising events to provide businesses with information on supply chain opportunities and the key capacity and capability requirements they would need to meet. This would include establishing relationships with relevant Chambers of Commerce and Federation for Small Business, as well as identifying other potential partners including the Local Authorities.

3.4.4 The Applicant has a dedicated email for potential suppliers to contact, making it straightforward to enquire about opportunities on the Proposed Development.

3.4.5 As well as early engagement with potential contractors via supplier information days, contracting opportunities will be publicised so as to maximise local reach (for example, using social media and industry publications).

3.4.6 There may be opportunities to work with local partners in this regard, for example, Lincolnshire Chamber of Commerce.

### Ethical Procurement Strategy

3.4.7 The Applicant wishes to ensure the construction, operation and decommissioning of the Proposed Development is undertaken pursuant to an

ethical procurement policy and that this is a legal obligation on anyone who has the powers under the DCO. That is achieved by securing this Plan through Requirement 19 at Schedule 2 to the **Draft Development Consent Order [EN010154/APP/3.1]**.

3.4.8 The Applicant proposes the following ethical procurement policy:

- a. any potential supplier must participate in a modern slavery supplier due diligence exercise as part of the tender exercise;
- b. any potential supplier, whether or not they meet the statutory thresholds under section 54(1) of the Modern Slavery Act 2015, must publish annually a modern slavery and human trafficking statement. This statement must also be uploaded to the Home Office Register for such statements;
- c. the modern slavery and human trafficking statement must be informed by a risk assessment;
- d. any potential supplier must have a modern slavery policy;
- e. any potential supplier must provide relevant employees with modern slavery training that has been produced by a certified provider of such training;
- f. any contract to be entered into with a potential supplier must include the following warranties:
  - i. the supplier has not been and is not engaged in any form of slavery, forced labour, labour exploitation or human trafficking anywhere in the world;
  - ii. the supplier pays and treats its workers in compliance with applicable employment laws and minimum wage requirements; and
  - iii. the supplier will take reasonable steps to prevent slavery and human trafficking in connection with its business anywhere in the world;
- g. any contract to be entered into with a potential supplier must include:
  - i. an obligation on the part of the potential supplier to report any circumstances that give reasonable cause to suspect possible slavery, forced labour, labour exploitation or human trafficking in connection with its business anywhere in the world;
  - ii. a right of audit;
  - iii. a right to require an action plan to be initiated by the supplier in the event that the Applicant considers the controls implemented by the supplier to be inadequate; and
  - iv. a right of immediate termination in the event of any instances of slavery, forced labour, labour exploitation and human trafficking connected to the supplier.

3.4.9 The Applicant will fully comply with the Modern Slavery Act 2015 (Ref 27). The Applicant recognises that Modern Slavery and human trafficking are growing global concerns, to ensure all those in the supply chain and

contractors abide by the Applicant's values, a rigorous approach would be taken to ensure compliance and supply contracts would include a clause for termination in the event of non-compliance with these requirements.

## Research and Development

3.4.10 The Proposed Development represents a significant renewable energy development, in terms of local, regional and national prominence. This presents an opportunity to advance the knowledge base around solar farms. In order to facilitate research and innovation in the renewable energy sector, the Applicant will engage with and facilitate access to the Proposed Development when operational to, appropriate research organisations, upon reasonable request.

# 4. Delivery

## 4.1 Introduction

4.1.1 This section describes how the ESSC plan would be delivered, including potential roles, responsibilities and timelines.

## 4.2 Engagement with External Stakeholders

4.2.1 Working with external stakeholders will be fundamental to the success of the ESSC programme.

4.2.2 The Applicant will contact several different stakeholders, including the training providers, local Chambers of Commerce and Local Authorities mentioned above.

## 4.3 Timelines

4.3.1 **Table 5** sets out a timeline for developing and delivering the ESSC Plan.

**Table 5 Timeline for Developing and Delivering the ESSC Plan**

Date	Activity
2025 – after DCO application submission	<ul style="list-style-type: none"><li>Continue to engage with local stakeholders to strengthen links and to identify preferred ESSC workstreams, using FESSCP as a basis for discussion.</li></ul>
2026 - assuming consent granted	<ul style="list-style-type: none"><li>Develop FESSCP into a full ESSC plan, confirming the objectives and activities to be pursued. Discharge requirement in the DCO for the ESSC plan to be approved by the relevant planning authority.</li><li>Include ESSC requirements in the Invitation To tender for contractors, if/as relevant.</li><li>Early ESSC activities in progress, e.g. networking and market information events to publicise opportunities to local businesses.</li></ul>

Date	Activity
2031 – Possibility of earlier start point for construction, subject to discussions with National Grid following receipt of development consent	<ul style="list-style-type: none"><li>Continue deliver of ESSC activities.</li><li>Work with contractor(s) to plan how many ESSC activities and outputs should be fully in delivery.</li></ul>
4.3.2	It is suggested that once the full ESSC plan is finalised, the document is reviewed as set out in <b>Section 5</b> .

## 5. Monitoring and Feedback

### 5.1 Introduction

5.1.1 This section sets out the methods through which the ESSC plan can be monitored and measured.

### 5.2 Monitoring

5.2.1 The Applicant is committed to realising local economic benefits. The activities set out in this Plan are central to realising those benefits. Monitoring the scale and type of local economic benefits that the Proposed Development realises would provide intelligence about the success of particular measures proposed, as well as improving the wider evidence base about the local economic benefits associated with similar scale ground mounted solar photovoltaic generating stations.

5.2.2 A monitoring and reporting plan will be developed as part of the full ESSC plan, which will include a periodic review with the Local Authority. The timing for these periodic reviews will be:

- Construction – Quarterly; and
- Operation – Annually

5.2.3 The Applicant proposes that the monitoring would include the use of the Proposed Development's supply chain and employment records. Subject to obligations under the General Data Protection Regulation (GDPR), this would include anonymised information on the home and workplace locations of direct employees and additional supply chain and employment information from the main suppliers. This information would be made available to the local planning authority on request, again subject to GDPR obligations.

5.2.4 The Applicant is committed to the requirements of the ethical procurement policy in **Section 3.4** of this plan being delivered. It will require that any supplier will upload its modern slavery and human trafficking statement annually to the Home Office Register which is maintained by the government

and will mean that such statements are subject to monitoring by the relevant planning authority. A list of suppliers would be made available prior to commencement of development to the local planning authority, to enable this monitoring, and would be updated as necessary.

## 6. References

Ref 1 Department for Energy Security & Net Zero (2023) Overarching National Policy Statement for Energy (EN-1). Available at: <https://assets.publishing.service.gov.uk/media/65bbfbdc709fe1000f637052/overarching-nps-for-energy-en1.pdf>

Ref 2 Department for Energy Security and Net Zero (2023). National Policy Statement for Renewable Energy Infrastructure EN-3. Available at: <https://assets.publishing.service.gov.uk/media/65a7889996a5ec000d731aba/nps-renewable-energy-infrastructure-en3.pdf>

Ref 3 Homes and Communities Agency, (2014); Additionality Guide Fourth Edition.

Ref 4 Office for National Statistics (ONS), (2024); Regional gross value added (balanced approach) Table 2: Gross Value Added (balanced approach) per head of population at current basic prices.

Ref 5 ONS, (2022); Census 2021

Ref 6 ONS, (2012); Census 2011.

Ref 7 ONS, (2024); Annual Population Survey (October 2023 – September 2024).

Ref 8 ONS, (2025); Claimant count data (January 2025).

Ref 9 ONS, (2024); Annual Population Survey (January 2023-December 2023).

Ref 10 DCLG, (2019); Indices of Multiple Deprivation.

Ref 11 ONS, (2024); Business Register and Employment Survey 2023.

Ref 12 Ministry of Housing, Communities and Local Government (MHCLG), (2024); National Planning Policy Framework (NPPF).

Ref 13 Ministry of Housing, Communities and Local Government (MHCLG) (2024); National Planning Practice Guidance.

Ref 14 Central Lincolnshire Joint Strategic Planning Committee (2023) Central Lincolnshire Local Plan – Adopted April 2023.

Ref 15 Greater Lincolnshire Local Enterprise Partnership (LEP), (2022); Local Skills Report.

Ref 16 Greater Lincolnshire LEP, (2021); Protecting, Progressing, Prospering: Greater Lincolnshire LEP Plan for Growth.

Ref 17 Greater Lincolnshire LEP, (2019); Greater Lincolnshire LEP Energy Strategy.

Ref 18 Greater Lincolnshire Local Enterprise Partnership, (2016); Greater Lincolnshire LEP Strategic Economic Plan 2014-2030.

- Ref 19 Lincolnshire County Council, (2023); Corporate Plan 2023 Update.
- Ref 20 North Kesteven District Council, (2021); The North Kesteven Community Strategy 2030.
- Ref 21 North Kesteven District Council, (2023); The North Kesteven Plan 2023-2026.
- Ref 22 City of Lincoln Council, (2020); City of Lincoln Vision 2025.
- Ref 23 North Hykeham Town Council and South Hykeham Parish Council, (2017); Hykeham Neighbourhood Plan 2016-2036.
- Ref 24 Bassingham Parish Council, (2016); Bassingham Neighbourhood Plan 2016-2036.
- Ref 25 Department of Energy and Climate Change (DECC) (2011) National Policy Statement for Energy (EN-1). Available at: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/47854/1938-overarching-nps-for-energy-en1.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/47854/1938-overarching-nps-for-energy-en1.pdf).
- Ref 26 DECC, (2011); National Policy Statement for Renewable Energy Infrastructure (EN3). Available at: [1940-nps-renewable-energy-en3.pdf \(publishing.service.gov.uk\)](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1940-nps-renewable-energy-en3.pdf)
- Ref 27 UK Government, (2015); Modern Slavery Act.

## Abbreviations

Abbreviations/Term	Definition
BESS	Battery Energy Storage System
DCO	Development Consent Order
FE	Further Education
FESSCP	Framework Employment, Skills and Supply Chain Plan
FTE	Full Time Equivalent
GVA	Gross Value Added
ha	Hectares
HCA	Homes and Communities Agency
HV	High Voltage
IMD	Indices of Multiple Deprivation
LEP	Local Enterprise Partnership
LSOAs	Lower Super Output Areas
LV	Low Voltage
MV	Medium Voltage
NVQ	National Vocational Qualification
NEET	Not in Education, Employment or Training
NPPF	National Planning Policy Framework
NPPG	National Planning Practice Guidance
NPS	National Policy Statement
NSIPs	Nationally Significant Infrastructure Projects
ONS	Office for National Statistics
PV	Photovoltaic
ESSC	Skills, Supply Chain and Employment
SEN	Special Educational Needs
SMART	Specific, Measurable, Attainable, Realistic, and Timely
STEM	Science, Technology, Engineering, and Mathematics